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Memorandum

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TO : Director of Training

DATE: 27 April 1965

FROM : Chief, Intelligence School

SUBJECT: Biweekly Activities Report No. 9
13 - 26 April 1965

25X1A

25X1A

1. On 12 and 13 April Chief IS visited [REDACTED] audited both [REDACTED] and Operations classes, and conferred with [REDACTED] on summer training in speaking and writing for [REDACTED] personnel. A report of the visit and recommendations concerning the training have been submitted to DTR.

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2. On 19, 20, and 21 April, Chief IS was on annual leave.

3. On the morning of 22 April Chief IS briefed the Senior Foreign Officers class at Fort Holabird on "The Nature and Significance of Strategic Intelligence." The group consisted of 15 officers from the Near East, the Far East, and Latin America.

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4. On 23 April Chief IS met with [REDACTED] and [REDACTED] to discuss tentative plans for the Special Orientation Course to be given in July for Agency appointees to the senior schools. It is too early to present a schedule for DTR approval, but progress is being made and will be reported periodically.

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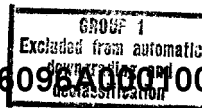
25X1A

Attachment: Reports

EXCLUDED FROM AUTOMATIC
DECLASSIFICATION
CLASS. CHANGED TO: TS S
NEXT REVIEW DATE: 26-1-82
AUTH: HR 70-2
REVIEWER: 50 L. 99

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Memorandum

CONFIDENTIAL

TO : Chief/Intelligence School

DATE: 26 April 1965

FROM : Chief/Management Training Faculty

SUBJECT: Biweekly Activities Report No. 9
12 - 23 April 1965

MANAGEMENT #89

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Management #89 concluded on 23 April. [REDACTED] was absent for the first part of the week and [REDACTED] for the last. There were twenty two in the group distributed as follows: 11 - DDS; 3 - DDP; 5 - DDI; 3 - DDS&T. [REDACTED] and the Registrar's Office both added several students to the course by making a few well placed telephone calls. 25X1A

SENIOR SEMINAR

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Names of the candidates have been received, and the first set of pre-materials was sent out on 21 April. The shipment of pre-materials was lost, and [REDACTED] spent most of 20 and 21 April getting another set. Among other things, this involved a trip to Friendship Airport where the material was mistakenly off-loaded.

EXTERNAL TRAINING

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[REDACTED] is attending a three-day instructional course in New York on role-playing.

SUPPORT BULLETIN

We are preparing an article on the Managerial Grid for the Support Bulletin.

MANAGEMENT COURSE

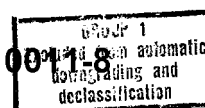
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We are negotiating with the authorities [REDACTED] for a date in August when we can give the Management Course to a group of [REDACTED] instructors, and at the same time, a group of potential midcareerists. 25X1A

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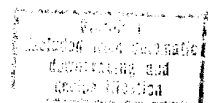
PILOT PROGRAM

The date has not yet been fixed for the beginning of Phase II.



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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Intelligence School

DATE: 26 April 1965

FROM : Chief, Orientation Faculty

SUBJECT: Biweekly Activities Report No. 9
12 - 23 April 19651. Intelligence Review

W Most of our time during the past two weeks has been devoted to preparations for I.R. #10, which begins on 26 April. There are 38 students in the course, representing 7 components of the DDI, 3 DDP divisions, 2 DDS&T offices and 5 DDS offices. The average grade level is a "high" GS-13; thirteen of the students are GS-14 and above. The majority have had more than 10 years Agency experience.

2. Special Lectures and Briefings

25X1A a. On 22 April [REDACTED] lectured on Agency functions and responsibilities to approximately 100 members of the current National Interdepartmental Seminar in the Headquarters auditorium.

25X1A b. On 22 April [REDACTED] gave the 3-hour lecture on "Elements of National Security", which followed Mr.
25X1A [REDACTED] presentation of "Strategic Intelligence" to the Senior Foreign Officer Intelligence Course at Fort Holabird.

25X1A The class of 14 included officers of the armed services of Brazil, Peru, Lebanon, Jordan, Iran, India, Laos and The Phillipines. The class seemed very alert and receptive. [REDACTED] presentation was facilitated by the use of a vu-graph of a National Security Council session recently obtained by [REDACTED].

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[REDACTED]
briefings the previous day, this turned into an informal question and answer period, which the General seemed to feel was most productive.

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25X1A d. On 13 April, [REDACTED] briefed 10 Agency returnees on the changes that had taken place within the NSC structure, the intelligence community, and the Agency itself in the last few years. This was given at Headquarters.

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3. Program for DIA Management Analysts

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W At the request of [REDACTED], we presented on 21 April a one-day briefing program for two members of the DIA Management Staff who are making a survey of the DIS training programs. They were particularly interested in learning about our orientation training program and about the intelligence courses presented to various levels of employees. In addition to our faculty, members of the I.P. Faculty, Audio Aids, and Visual Aids Sections participated in the briefings.

4. Management Training Taken by [REDACTED]

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The one-week Management Course #89 [REDACTED] was a valuable "eye-opener" to understanding problems faced by management. Messrs. [REDACTED] effectively used lectures, films, exercises, and demonstrations to point up basic problems of management: personal communication, individual perception and motivation, and how attitudes are developed and changed. The class was introduced to the "managerial grid" as an important method for understanding the problems of an organization and for working for the best possible solution to difficulties arising from the desires of individuals on the one hand and the demands of production on the other. This pointed up the need for recognizing the positive contribution people make as team members. The final critique--in the interesting form of a "Memo to Self"--was an excellent method for each of us to apply the lessons learned during the week toward meeting problems each one of us might face on the job long after the course had concluded.

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5. New Staff Member

We are pleased to welcome [REDACTED] to our 25X1A faculty. His combination of area knowledge, lecturing, and briefing experience will provide a notable additional competence to our staff.

Tom has been enrolled in the I.R. course as a full-time student for the next two weeks.

25X1A [REDACTED]

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UNITED STATES GOVERNMENT*Memorandum*

TO : Chief, Intelligence School

DATE: 26 April 1965

FROM : Chief, Intelligence Production Faculty

SUBJECT: Bi-Weekly Activities Report No. 9
12 April - 23 April 1965

1. The Intelligence Production Course for CT's started on 26 April with 19 students--11 men and 8 women. This group brought the usual enthusiasm from the OFC, but they were brought back to earth with the thud of a review test on their Orientation and Intelligence Techniques Courses. With this chastening reminder of how much they had forgotten about the Agency and the Intelligence Community, the students set sail for their special clearances and the first of the DDI offices and techniques.

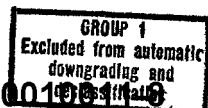
25X1A

2. At the Advanced Intelligence Course at Defense Intelligence School, [REDACTED] is in the ninth week with five more to go. The subjects covered so far have been: policy making and the relationship of intelligence; collection, production, and miscellany (CI, dissemination, ADP); and intelligence management. The first week we will go on four-day trips to unified commands in the U.S.--[REDACTED] will be part of the group going to see Stricom at Tampa. Since this is the pilot running of the course there is a heavy emphasis on critiques and there is, among some of the students, perhaps too heavy an emphasis on criticism of the course. At the present stage it looks like the following improvements should be made for future runnings: (a) The objective of the course should be broadened to include the training of managers within the DIA (at present, stress is on senior intelligence officers of the U&S commands), (b) Some additional breakout of topics should be made to get a clearer focus of subject-matter in each package, (c) A little more emphasis on, and participation by, CIA is required (including presentations and trips to [REDACTED] and presentations by CIA people on the Agency's coordinating role in clandestine collection and in CI), (d) Reduction in amount of time spent on some subjects

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(such as CI, production in DIA) by presenting the subjects in a single block, and eliminating unnecessary duplication. (e) Discussion of the management of each major activity at the end of the block in which that activity is discussed, (f) Increase in time devoted to staff work, and (g) Inclusion of a block dealing with management principles.

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3. On 21 April [REDACTED] briefed DIA's Management Analysis Representatives on relevant features of the Intelligence Techniques Course and the Intelligence Production Course. The briefing took place in the classroom used by these courses in order to illustrate more graphically some of the concrete details of teaching intelligence production. The Representatives seemed to be particularly interested in the technique of Vu-Graph display of student writing and in the critique of student work on the basis of written, oral, and analytic presentations.

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4. On 13 April [REDACTED] briefed an individual under cover on the Strategic Intelligence Process. This individual had been well acquainted with the process under the Eisenhower Administration. Briefer and briefee compared notes on changes in the process since that time and, somewhat unexpectedly, found that there had been little or no basic change in procedures. The briefing was tailored to the needs and interests of the listener, and as a result the role of the production analyst in the intelligence process occupied much of the discussion portions of the briefing.

5. The Writing Workshop Courses, Intermediate and Basic, began 19 April and 20 April respectively. Both courses began with a maximum enrollment, ten students in the Intermediate Course and fifteen students in the Basic. Eight persons are on standby for the next Basic Writing Workshop which begins 25 May 1965. One special student, who entered a week late, is participating in both courses.

[REDACTED] 25X1A

GROUP 1
Excluded from automatic
downgrading and
declassification

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UNITED STATES GOVERNMENT

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Memorandum

CONFIDENTIAL

TO : Chief, Intelligence School

DATE: 23 April 1965

FROM : Chief, Clerical Training

SUBJECT: Bi-Weekly Activities Report, No. 9
12 - 23 April 19651. Number in Clerical Induction Training:5 - 9 April 196512 - 16 April 196529 trainees in classes36 trainees in classes14 of these entered classes
for the first time19 of these entered classes
for the first time2. Number in Clerical Orientation Training:5 - 9 April 196512 - 16 April 196511 trainees11 trainees3. Results of Official Agency Testing Administered in
Clerical Induction to Entrance-On-Duty Employees:5 - 9 April 1965Typewriting
ShorthandTestedPassed

19

8

9

2

12 - 16 April 1965Typewriting
ShorthandTestedPassed

10

2

4

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Bi-Weekly Activities Report, No. 9
12 - 23 April 1965

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4. Results of Official Agency Testing Administered to Applicants:

5 - 9 April 1965

	<u>Tested</u>	<u>Passed</u>
SET	42	
Typewriting	29	5
Shorthand	8	0
Card Punch Operator		
Aptitude Test	3	

12 - 16 April 1965

	<u>Tested</u>	<u>Passed</u>
SET	56	
Typewriting	37	2
Shorthand	5	0
Card Punch Operator		
Aptitude Test	3	

5. Results of Official Agency Testing Administered by Clerical Refresher:

19 - 20 April 1965

	<u>Tested</u>	<u>Passed</u>
Typewriting	11	0
Shorthand	7	1

6. Clerical Refresher Program 146 Completed on 16 April 1965: In this Refresher Training Program, students were enrolled from the following components: DDP, 3; DDS, 3; DDI, 1; the total number of students was 7.

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Bi-Weekly Activities Report, No. 9
12 - 23 April 1965

7. NPIC Refresher Training Classes: [REDACTED], of this Faculty, administered a shorthand pretest to clerical employees from NPIC during the week of 5 April 1965. On the basis of the results from these pretests, [REDACTED] met with [REDACTED] to discuss the advisability of postponing the shorthand training at this time. Dictation tapes were sent to [REDACTED]. It is his plan to have a regularly scheduled time each day when these tapes can be used by the NPIC employees. We will consider offering a refresher shorthand class after our summer peak load is over. A new shorthand pretest will be given prior to such a course.

Pretests were not conducted for the typewriting trainees. Questionnaires were completed, and we have accepted all candidates requesting this class. [REDACTED] will conduct a refresher typewriting class at NPIC from 26 April through 21 May 1965.

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